

From: Mark Kost, Finance Committee
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To: ad hoc Public Works Planning Committee

Date: January 30, 2010

Draft: 1.30.10

Subject: Draft interim Public Works policies

Policy 1. Maintenance

Problem: Lack of capital maintenance standards

Why is it a problem: Lack of consistency in decision-making and prioritization

Inability to determine true cost

Insufficient resources to meet regulatory and public safety level of service

Replacement cycle prediction (projection)

Corrective/Action: establish appropriate standards, including maintenance cycles, replacement or useful life cycles, expected maintenance schedule

Who: Capital Planning Committee and Department Heads under the Town Manager's office and oversight

A lack of capital maintenance standards leads to inconsistency in scheduling, cost and staffing determinations and long term budgeting. The Capital Planning Committee and Department Heads with oversight by the Town Manager's office will establish appropriate standards, including but not limited to maintenance, replacement, and useful life cycles of Town assets.

Policy 2. Maintenance

Subject: Volunteer board, committees and commissions

Problem: Boards do not have sufficient resources to provide services (physical or financial)

Why is it a problem: creates inequities between boards, priorities not addressed, leads to loss in public safety, deferred maintenance leads to increasing capital costs

Corrective Action: develop standards of performance for all Town assets

Who has oversight: Town Manager

Without physical and financial resources, volunteer boards, committees and commissions are limited in their ability to maintain service levels leading to inequities across boards, increasing capital costs and a decline in general

public safety. Minimum performance standards for all Town assets will be developed by the Town Manager's office.

Policy 3. Utilization of Assets

Problem: Bureaucratic rules will slow things down and work will not get done

Or Getting resources to the problem in the best interest of the Town

Or Getting resources to a job while adding minimal bureaucratic overhead

Why: underserved departments don't see the problem and may accept bureaucracy just to get work done

Served departments see the problem because they will lose the informal system of getting services

All departments are not served equally

Corrective/Action: establish a centralized system, with authority to assign and schedule resources, and establishing cross charges between departments for resources used

Who: Town Manager with approval of the Board of Selectmen

Getting Town resources to a job will be facilitated without adding significant bureaucratic overhead to insure that all department needs are equally served by establishing a centralized system including cross charges, with the authority to assign and schedule staff and equipment by the Town Manager.

Policy 4. Utilization of Assets

Subject: Volunteer board, committees and commissions

Problem: new role in the organization not defined

Why it is a problem: rate setting responsibility, contributions of experience, responsibility for level of service, expertise in standards of performance for level of service, expertise in MGL or federal law

loss of control, public relations loss, political loss

Corrective Action: committees will not be abolished, merged, or created (following language in the Town Charter)

Who has oversight: Board of Selectmen

Volunteer boards, committees and commissions contribute a wealth of experience from institutional knowledge, performance standards and expertise in Massachusetts General Law and federal law without whose input the Town may suffer a loss in service level, public relations and control. The Board of Selectmen will see that volunteer contributions are valued by limiting the Town Manager's authority to reorganize, consolidate, abolish, create, merge or divide boards, committees or commissions during the transitional period.

Policy 5. Utilization of Assets

Subject: Conflict resolution

Problem: setting service priorities (in house)

Why is it a problem: department favoritism, leads to higher costs, different use and special needs for school and municipal facilities or vehicles, land, leads to public safety issues

Corrective Action: define system of setting service priorities

Who: Department Heads w/ approval of Town Manager and School Superintendent

Dedicated department resources assure a responsive allocation of in-house service, but may lead to favoritism, higher cost and loss of general public safety. Prior to the consolidation of any function, service or department, the Department Heads, with the approval of the Town Manager and School Superintendent, will establish a system of service priorities.

Or

The fear of favoritism has led to providing dedicated department resources to assure a responsive allocation of in-house services, but at a higher cost and risk of declining public safety. Prior to the consolidation of any function, service or department, the Department Heads, with the approval of the Town Manager and School Superintendent, will establish a system of service priorities.